



INFLUENCE OF JOB LEVEL, JOB TENURE, AND BIRTH ORDER ON JOB MOTIVATION

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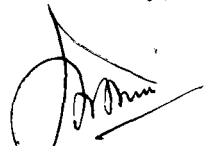
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Certified that **Mr. Shah Alam** has worked for his M.Phil. dissertation on "**Influence of Job Level, Job Tenure, and Birth Order on Job Motivation**" under my supervision ^{*who has*} already completed the prescribed period as a regular student of this University. I am satisfied that his work is upto the standard, and recommend that **Mr. Alam** be allowed to supplicate for the degree of M. Phil. in Psychology of the Aligarh Muslim University, Aligarh.


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ABBREVIATIONS

H.J.T.	:	High Job Tenure
L.J.T.	:	LOW Job Tenure
J.M.	:	Job Motivation

Chapter - I

INTRODUCTION

Human behaviour is a complex and intricate phenomenon. Since the time immemorial the work has been assumed as an essential aspect of one's social life because it has not been only providing economic rewards to individuals but has been satisfying psycho-social needs too. It has only been a matter of time that in the pre-industrialized classical era people had been giving more emphasis over the fulfillment of physiological needs but fulfillment of psycho-social needs were paid little attention whereas today modern men and women of highly technologically advanced era which has led them highly materialistic and calculative, the people are showing almost equal cravings for both physiological as well as psycho-social needs. However, it is evident from the past and the present conditions of human nature that both physiological and psycho-social needs have ever been important for human life.

VITLES (1962) has written in his book entitled "Motivation and Morale In Industry" that "Man has progressed from savagery to civilization largely by learning how to release, direct and control the energies of inorganic matter. Progress toward a better civilization now depends largely upon his achievements in releasing, directing and controlling the energies of man himself. In no place is this more apparent than in man's daily task of producing and distributing those material goods upon which his civilization depends. The disregard of a worker's capacity

to feel, think and grow is a subtle but menacing damager in breaking down his social and spritual morale. To increase productivity, heighten job satisfaction, and raise the level of employee morale, it is necessary to arouse the intelligent interest of the employee. It is urgent to enlist his feeling as well as his abilities in his work. The failure to do so will, at best produce an ineffective worker. At worst, it will transform the worker into an industrial rebel". (pp. 10-11)

The above quotation points out the importance of men's interest as well as their motivation at work. The significance of human motivation, indeed, can not be overlooked as behind every human activity there are some motives that act as motivating force resulting behaviour.

The development of research in the field of industrial motivation has a chequered history. Starting with production oriented approach initiated by **TAYLOR**, in the early twentieth century, it has passed through various phases like famous Hawthorn studies which resulted for a first turning point that gave rise to the development of employee oriented approach and later it turned human relation movement.

MAYO, ROETHLISBERGER, and **DICKSON** were the pioneers of human relation movement who emphasized the importance of supervisors and managers to motivate people at work by their behavioural role generating organization cliinate.

Having given a brief history of Industrial Psychology and its approaches to motivate people at work, now it is imperative to discuss the meaning and concept of motivation.

The key element of motivational process is the activation of motives or needs. A motive may be thought of as an internal activator that

keeps the organism engaged itself in certain activities of which it is capable. **SULLY (1884)** discussed a "moving force, stimulus, or motive which precedes a behaviour or an act". A slightly expanded definition was offered by **JONES (1955)** who maintained that motivation is concerned with how behaviour gets started, energized, sustained, directed, stopped and what kind of subjective reaction is present in the organism while all this is going on.

Industrial Psychologists have been somewhat more definitive. One well known industrial psychologist namely **VROOM (1964)** defines motivation "as a process governing choices, made by persons or lower organism, among alternative forms of voluntary activity". According to **DUBIN (1970)** "motivation is the complex of forces starting and keeping a person at work in an organism".

Another definition suggested by **CAMPBELL, DUNNETTE, LAWLER, WELCK (1970)** that an individual's motivation has to do with:

- i) The direction of person's behaviour or what one chooses to do when presented with number of possible alternatives.
- ii) The amplitude, and strength, of the response (i.e. effort) once the choice is made.
- iii) The persistence of the behaviour or how long the person continues with it.

In the world of work, the word motivation is used to describe the drive that impels an individual to work, a truly motivated person is one who wants to work.

Job motivation can be referred as the intensity of behaviour of employees in the work situation as they attempt to satisfy their particular need structure through the work they are doing. Thus, job motivation is likely to be determined by the following three factors:

- i) Need structure of the employees.
- ii) Perceived opportunity to satisfy needs work situation.
- iii) Perceived opportunity to satisfy needs outside the work situation.

In the light of above view regarding job motivation, it is apparent that managers should be aware of the needs of the employees which might be important for them both on and off the job situation.

Having given emphasis on job motivation it is now pertinent to discuss that why people work? The answer is that people work for numerous reasons. Some work for money while others for fulfilling psycho-social needs.

Since **TAYLOR'S** time it has been arrogated that the primary reason why people work is only to earn money. It is no doubt that money is important for everyone because it is the only medium through which things can be exchanged in this modern age but in no way this is the only reason in which context only people work. People have different motives and motives either independently or in conjunction with each other determine and influence human motivation. Priorities of motive or motives depend upon the importance and strength of motive/motives in a given time and period.

With regard to motivation there has been two popular approaches that highlight the mechanism for motivating people towards work. The first approach is known as 'rationalism' which postulates the existence of free-will and it asserts that individuals are free to make choices in all walks of life. Rationalists notions are embeded in **PLATO'S** outlook and have permeated Western conceptions that individuals possess the ability to choose between good and bad. This approach has its impact

on the thinking of modern psychologists who have advocated cognitive interpretations of motivation. Cognitive theorists emphasize people's thought processes. They assume that individuals are capable of consciously evaluating the likely outcomes of alternative behaviours and consequently, people are most likely to opt the best action for the achievement of the goal that may provide greater sense of satisfaction.

The second approach known as 'mechanism' which stresses that human beings are like machine and they are pushed about by various forces. According to this approach individuals lack free-will because they are driven by external as well as internal processes over which they have little control. This approach influenced the thinking of **DECARTES, LOCK, HUME** etc., during seventeenth & eighteenth centuries. Their writings influenced the modern psychologists too particularly, the behaviourists like **SKINNER** who assumed that a person's behaviour is determined by its reinforcing properties.

Coming to the earliest trace of the theory of motivation which is evident in the philosophical writings of British Associationists but the greatest contribution has been made by economists, psychologists and sociologists who have given the various assumptions about men on which different strategies for motivating people at work are based. In the light of human nature there have been four managerial assumptions about men at work which highlight the various dominant needs of people in which context they work. These assumptions will be discussed in a bit detail that follows:

The first assumption is 'Economic Man Model' which gives more importance to economic rewards **ADAM (1963)** gave inequity theory and in his view men primarily work for money.

The 'Economic Man Model' which was later modified by **TAYLOR (1911)** and renamed by him as 'Rational Economic Man' model. This model states that by nature men are lethargic and could 'only be motivated through financial incentive to attain the requisite level of efficiency or production. **WEBER (1946)** also believed money as the primary motivator for the individual. **OPSATHL and DUNNETE (1966)** tried to explain the role of money as an incentive. Money has also been considered as a, 'generalized conditioned reinforcer; as a conditioned incentive; as an anxiety reducer; as an hygiene factor; and as a means of instrumentality.

The image of rational economic - man model can be validated by our day to day observation on human beings which is embeded in human nature even today, especially in Indian context. Such individuals are always highly calculative in nature. They only perform such activities, that give them greatest economic reward. It plays crutial role at all levels particularly at lower levels of organizational hierarchy. It is imperative to mention here that money has always been the source of motivation but its efficacy as a motivator slows down when it is adequately satisfied.

Salary and individual financial incentive have proved to be the successful motivators and have been regarded as major factor for job satisfaction, job motivation and productivity. **SRIVASTAVA (1985)** in his study found that higher wages would induce greater motivation among workers to keep them dynamically more and more active at work. **VERMA (1978)** in his study pointed out that money does not only fulfill the physiological needs but it also ensures the fulfilment of higher order needs.

The rational economic man assumption prevailed and dominated the world till 1920s but thereafter it was highly criticized by **ROETHLISBERGER & DICKSON (1939)**, **TRIST & BAMFORTH (1951)**, **MAYO (1945)**, **HOMANS (1950)**, **TRIST, HIGGIN, MURRAY & POLLOCK (1963)**. These critics contended that economic incentives are essential but social needs at work are important too. In fact, two different studies, one conducted at Hawthorne Electric Company and other at Tavistock Institute Coal Mining have revealed the importance of social motives in organizational life. Thus 'Social Man Model' came into light.

According to the social man model, man does not work only to earn money but also to satisfy his social needs, **MAYO (1945)** expressed his opinion in the following manner:

"Social needs are prime motivator of human behaviour. The employees are more concerned with social forces of the peer group as compared to the incentives and controls of management. Lastly, the employees consider supervisors as how much and to what extent the supervisors share with employee's need of belongingness for acceptance and sense of identity". (Schein, 1969)

The social assumption was supported by various studies. **ZALEZNIK et. al. (1958)** found that worker productivity and satisfaction were both unrelated to an individual's pay and job status, but were related to group membership. The isolates tended to be less satisfied and to violate group norms.

In 1954, **SEASHORE** Studied the relationship between group cohesiveness and many other factors. He found that higher group cohesiveness associated with high productivity and a sense of confidence in management.

The significance of social factors at work place has been validated by many researchers such as **JASINSKI (1956)**, **WALKER & GUEST (1952)**,

SCHRANK (1978). They pointed out that the major source of dissatisfaction lies in the disruption of social relations. **RICE (1958), TRIST et. al. (1963)**, have found that the productivity and morale increased when the work was redesigned in such a way as to facilitate teamwork and social interaction.

The third assumption is that of "Self - Actualizing Man". In this assumption the contract involves the exchange of opportunities to obtain intrinsic rewards i.e., satisfaction from accomplishment and the use of one's abilities, capacities for high-quality performance and creativity.

MC GREGOR (1960), ARGYRIS (1964), and MASLOW (1954) proposing self-actualization assumptions pointed out that workers are likely to be alienated because sometimes the work they are asked to do do not permit them to use skills and capacities in a mature and productive way.

MASLOW (1954) and **HUGHES (1958)** hold that human motives fall into hierarchy of categories ascending from simple biological needs to complex psychological motives maintaining that man seeks to attain their ultimate goal only if basic needs are satisfied.

ARGYRIS (1964) asserts that individual strives for maturity on the job by way of expressing himself free and being able to make use of his potentials without inhibitions. **MCGREGOR (1960)** views that after fulfilling the potential and if understanding of new standards could be given a loud thought that may be beneficial for both the organization and employees as such.

In the historical order the fourth assumption is that of "Complex Man". It states that man is a more complex individual than rational

economic, social, or self-actualizing man. Man is not only more complex within himself but he is also likely to differ from his neighbours, friends and relatives in the patterns of his own complexity. Psychologists and all other behavioural scientists have realized the difficulty to generalize about man, and it is becoming more difficult as society and organizations within society are themselves becoming more complex and differentiate. **SCHEIN (1969)** has pointed out the various assumptions regarding complex man on the basis of this he tried to give managerial strategy to motivate complex man in an organization. With regard to this model number of studies have witnessed the complexity of men. In one study **VROOM & MANN (1960)** found that workers with different personalities preferred different leadership style in their supervisors. Similarly the studies of **GRUSKY (1962)**, **ARGYRIS (1964)**, **LAWLER (1971; 1975)**, and **PIGORS & MYERS (1977)** have supported this complex man model.

With regard to job motivation a number of theories have been propounded which can be broadly classified as under:

i) **Content theories:**

Theories associated with human needs which include Maslowian need - hierarchy and Herzberg's two factor theories.

ii) **Process theories:**

These includes Vroom's theory of instrumentality, and Porter & Lawler's multivariate model.

MASLOW, a clinical psychologist as well as a social scientist originally proposed a "Need Hierarchy Theory" of motivation in 1943 which was applied as a theory of job motivation in 1954. **MASLOW** in

his theory proposes that human needs can be arranged in a hierarchical order. Once the lower order needs are satisfied, needs next in order of hierarchy come into prominence and so on. The highest need which he terms the need for self - actualization comes into prominence last of all.

MASLOWIAN need hierarchy which he proposes starts from physiological needs like hunger, thirst, sex etc. The next level is that of security needs, third one is that of social needs and fourth one is the ego needs. Once the individual has gained social recognition, prestige, and status, his effort is to satisfy in a general and real manner.

The apex of the need-hierarchy theory is that of the need for self - actualization. It may be pointed out that there are no water tight compartments or complete exclusion of one level of need by the other level of need. Investigators to verify **MASLOW'S** theory have pointed out the fact that sometimes, particularly with regard to the higher order needs, many needs emerge or are activated simultaneously. **MASLOW** also terms self - actualization need as growth need. Self - actualization need serves as the important function of the personality growth of the individual, and makes the best use of his abilities, interests, aptitudes etc., which as a result optimise individuals' growth.

According to **MASLOWIAN** need - hierarchy theory unless the lower order needs, particularly, physiological and the security needs are satisfied, no other higher order needs come into prominence.

Following **MASLOWIAN** theory a number of research studies have been conducted **PELLEGRIN** and **COATES (1957)** reported that executives were most likely to define success as career accomplishment, whereas

first level supervisors tended to view it in terms of security and being a good provider of one's family.

MORSE and **WEISS (1955)** in their study found the importance of accomplishment and self expression in work were directly related to job level. Similarly, **VEROFF, ATKINSON, FELD, and GURIN (1960)** on the basis of a nation-wide sample advocated that need for achievement is directly related to the occupational level. The result of this study is in the line of **MORSE** and **WEISS (1955)** findings.

ROSEN (1961a; 1961b) found that managers and middle managers in the plants do not differ significantly from each other in satisfaction, but the managers were significantly more satisfied than first level supervisors. The findings of the **ROSEN** study shows a particular trend that the two levels of managers do not differ significantly in satisfaction but when compared with first-level supervisors a significant difference is found. The finding also argued that the difference in job satisfaction is likely to be found in intra-group comparison rather than inter-group comparisons.

In one study **PORTER (1961)** reported that management personnel differ in their need satisfaction, although the patterns of need satisfaction were similar. **PORTER (1961)** study has indicated significant inter-group differences unlike the **ROSEN (1961a; 1961b)** findings.

PORTER (1962) in another study on managers found that need satisfaction increased with the increasing hierarchical level of management for the higher order needs (esteem, autonomy and self - actualization), while the lower order needs (security and social needs) were almost equal across all managerial levels.

JOHN and **SLOCUM** surveyed to reexamine the earlier findings relating need satisfaction across managerial levels and also to examine the model presented by **PORTER** and **LOWLER (1968)** in terms of performance. This study considered one specific prediction that "satisfaction of higher order needs are more closely related to top management performance than satisfaction of higher order needs for lower management". For this purpose researchers collected data from 87 first-line supervisors and 123 top and middle-level managers employed by a steel plant. The findings were in line with the findings of **PORTER (1962)**, and **ROSEN (1961a; 1961b)**. The data of this study showed that satisfaction generally increased with each level of management. This higher levels of management on the whole, reported greater degree of need satisfaction in their jobs than did lower level managers.

COSTELLO and **SANG (1974)** surveyed 164 professional employees using a questionnaire measuring five need categories : security, social need, esteem, autonomy and self - actualization. Their findings were that eighty per cent professional showed satisfaction with their social and security need and they also reported lack of satisfaction among the higher order needs.

YIONON, BIZMAN and **GOLDBERG (1976)** carried out a survey on forty married female students of average age of twenty-five years and tested the following hypotheses:

- (a) Satisfaction will be higher when the relative reward is larger when it is smaller.
- (b) There will be an interaction between the type of need and the magnitude of the relative reward affecting satisfaction.

The findings of the above study confirmed both hypotheses. It was found that subjects were more satisfied when their reward was higher than the reward rendered to comparable others, as compared to their satisfaction when the same reward was described as less than what others obtained.

There are some studies such as **HALL and NAUGAIN (1968)**, **VIG (1978)** did not find strong evidence for the need hierarchy theory. Some others have also criticized need hierarchy theory on the basis of empirical findings **RAYMOND and WILLIAM, 1968**; **KUMAR and BHARGUVATHI, 1989**; **MATHUR and KHURANA, 1990** as they did not find the occurrence of the needs in the same order as proposed by **MASLOW**.

MASLOWIAN need - hierarchy theory was reformulated by **ALDERFER (1969, 1972)** who modified and reduced the five levels of needs into three levels : 1) needs for existence, 2) relatedness which is also known as ERG theory, and 3) growth. **ALDERFER'S** existence needs comprise **MASLOW'S** physiological as well as security and safety needs. Relatedness needs refer to the needs for love and bonds of friendship which is referred by **MASLOW** in the category of social need. The final stage of the **ALDERFER'S** theory is named as growth needs in which **MASLOWIAN** esteem and self - actualization needs are combined together. Not much studies have been conducted to verify **ALDERFER** approach although **RAUSHBERGER, SCHMITT and HUNTER (1980)** refuted **ALDERFER'S** approach.

Till 1950s the researches on human motivation had been on traditional lines and motives were supposed to be lying along a continuum, the one end of which was satisfaction and the other end dissatisfaction.

HERZBERG, MAUSNER, PETERSON, and CAPWEL (1957) for the first time questioned the basic assumption of linear continuum. **HERZBERG** as a result of work, viz, "Survey of Literature" on job satisfaction, started his own studies on human motivation and put forth the findings in the monograph entitled "Motivation to work" in 1959. **HERZBERG** contended on the basis of his findings that there are two sets of factors in the work-setting that affect employees attitudes. In the monograph **HERZBERG** proposed two-factor theory which is also known as motivation hygiene theory. The theory for the first time proposed two different sets of factors, one set of factors is responsible for satisfaction and motivation and the other set of factors for dissatisfaction. These two sets of factors are also known as satisfiers and dissatisfiers.

HERZBERG, MAUSNER, & SNYDERMAN (1959) on the basis of the findings asserted that there are some factors which if properly taken care of result for job satisfaction and motivation (satisfiers). Satisfiers are also called as the content factors. By calling these factors as content factors, **HERZBERG** meant that these are inherent either in the individual's personality or in the work itself. Content factors were also named by him as motivators. He further said that the primary determinants of job satisfaction are within the job and are called the intrinsic or motivator or content factors. These factors include achievement, recognition, the work itself, responsibility, advancement, etc. In view of **HERZBERG** and his associates, contrary to satisfiers, there are other set of factors which are only responsible for dissatisfaction and these are called as dissatisfiers. According to them the primary determinants of job dissatisfaction are outside of the job itself and are also called as hygiene, context, and extrinsic factors and these

factors are responsible for dissatisfaction. This second set of factors includes status, job security, company policy, quality of supervision, relations with supervisors, peer-group relations, pay, working conditions etc.

In proposing two factor theory **HERZBERG, et. al.**, emphasise the subtle distinction between motivators and hygiene factors. **HERZBERG** and his co-workers advocated that the absence of satisfaction is not dissatisfaction but no satisfaction. They contended that the motivators if taken care of enhance satisfaction, whereas, when the company or employers take proper care of hygiene factors it will only repair a safety-valve against dissatisfaction, hence, the concept of hygiene factors is like of preventive medicine. Moreover, it is to point out that once the hygiene factors are properly taken care of they provide a safety-valve against dissatisfaction and yet they prepare a ground for the satisfaction of the individual. Here, it may be also pointed out that as the absence of satisfaction is not dissatisfaction so in the similar way that absence of dissatisfaction does not by itself result into satisfaction which clearly shows that satisfaction-dissatisfaction do not extend along a continuum. Had the two been along a continuum it would have been obvious that where there is satisfaction there will be no dissatisfaction and when there is no dissatisfaction there will be satisfaction. **HERZBERG** repudiates the unidimensionality of the concept of satisfaction and that is why, his theory is also known as "Two-Factor Theory".

It is imperative to mention here that in order to provide motivation and satisfaction for the individual a proper care has to be taken of

the content factors or the motivators. In this connection it is necessary that first hygiene factors must be taken care of so that the possibility of dissatisfaction minimised and only after the proper care of hygiene factors, the motivators or the content factors can be operated in such a manner that might help to develop or enhance employees' job satisfaction and motivation.

The original study of **HERZBERG, MAUSNER, & SNYDERMAN (1959)** was concerned with an investigation into the causes of job satisfaction and job dissatisfaction. They studied engineers and accountants using CIT method. An on the basis of this study **HERZBERG** and his associates propounded two-factor theory of motivation.

SCHWARTZ, JENNSAITIS & STARK (1963) found that motivators were generally associated with pleasant experiences and hygiene with unpleasant experiences. Once **HERZBERG** motivators acted as a hygiene in his sample.

VROOM (1964) has criticised **HERZBERG (1959)** and he states that "**HERZBERG, MAUSNER** and **SNYDERMAN** inference concerning a qualitative difference between satisfiers and dissatisfiers could not be unequivocally accepted. It is still possible that obtained differences between stated sources of satisfaction and dissatisfaction stem from defensive processes within individual respondents. Person may be more likely to attribute the cause of satisfaction to their own achievements and accomplishments on the job. On the other hand, they may be more likely to attribute their dissatisfaction, not to personal inadequacies or deficiencies, but to factors in the work situation, i.e., obstacles presented by company policies or supervision.

FRIEDLANDER and **WALTON (1964)** found that content factors are primarily the reasons for staying with an organisation, whereas context factors are primarily the reasons for which one might leave an organisation. This study is supportive of the two factor theory.

EWEN (1964) came across the result that some factors acted in a direction opposite to that which **HERZBERG'S** theory would predicted, while others acted both as satisfiers and dissatisfiers.

SALEH (1964) found that pre-retirees choose content items as sources of present satisfaction. However, looking backward over their careers they related content items to satisfaction and context elements to dissatisfaction. **SALEH'S** study is very much controversial as **WOLF (1970)** considers it only partially supportive and **SOLIMAN (1970)** considers it as supportive of **HERZBERG'S** position.

GORDON (1965) found that satisfaction and dissatisfaction with content and context elements did not have the relationship to overall job satisfaction that the two factor theory would predict. However, satisfaction with content item was positively related to self - reported productivity, while satisfaction with context elements was not so related.

LOCKE (1965) reported "achievement" experiences as less often dissatisfiers because of the tendency of people to externalize or project failure (dissatisfaction) to factors outside the self or the activity itself.

DUNNETTE and **KIRCHNER (1965)** have pointed out possible draw back of **HERZBERG'S** method (e.g. selective bias in recall and projection of individual failure onto external sources).

HARDIN (1965) has pointed out that studies that rely upon retrospective accounts of satisfaction are extremely suspect, replication obtained by CIT method alone can't be regarded as giving an unequivocal support to the two factor theory.

WERNIMONT (1966) reported that more motivators than hygienes were used to describe both job attitudes. He concluded that motivators and hygienes can be sources of job satisfaction and job dissatisfaction as well.

BURKE (1966) concluded that the content and context factors are neither unidimensional nor independent constructs, and yet he says, "nevertheless, the basic distinction between intrinsic job characteristics seems to be a useful one for purposes of researches".

GRAEN (1966a) found a linear relationship between both motivator and hygiene factors, on the one hand, and job satisfaction, on the other hand, which tended to support traditional theory as opposed to **HERZBERG'S** theory. This study supports the findings of **FRIENDLANDER (1963)** and **WERNIMONT (1966)** that intrinsic factors are more important contributors to both satisfaction and dissatisfaction than extrinsic factors.

GRAEN (1966b) found that many items derived from **HERZBERG'S** categories appear not to belong together. They did not demonstrate sufficient homogeneity to yield factors. This finding once again confirms the importance of empirical validation before establishing categories as if they were distinct measureable entities.

The findings of **EWEN, SMITH, HULLIN, and LOCKE (1966)** do not support **HERZBERG'S** theory. Their results indicated that intrinsic factors are more strongly related to both overall satisfaction and

dissatisfaction. They concluded that the concepts of "satisfiers" and "dissatisfiers" do not accurately present the manner in which job satisfaction variables operate.

HOUSE and WIGDOR (1967) in their review of literature observed that the two-factor theory is an oversimplification between motivation and satisfaction, and the source of job satisfaction and dissatisfaction.

LINDSAY, MARKS, and GORLOW (1967) reported that context items were not independent of one another. They further noted that content elements were much more stronger than were context items.

HERZBERG in his review of researches claims support for two factor-theory by a number of researches. He defends his theory against the criticism put forth by EWEN (1964). Commenting on EWEN'S findings HERZBERG (1968), "EWEN'S findings were that work itself acted as predicted by the motivation-hygiene theory. Prestige and recognition he found acted as both satisfier and dissatisfier, a likely occurrence since it was a confounded factor. Training acted as a satisfier, but since he called this a hygiene factor he concluded that it did not support the theory. If, however, it is a motivator (possibility of growth), then the theory is supported. Salary also acted as both satisfier and dissatisfier, which, is expected if it is a confounded factor. The last factor manager's interest was found to be a satisfier which was in EWEN'S opinion contrary to the two factor theory. Therefore, if EWEN'S analysis is taken at face value, his results can be shown to support the theory in four out of five instances.

Although KING (1970) agreed with HERZBERG on some aspects of his study, but criticises him on the following three grounds:

1. That the study is technique bound and its result can be confirmed only if identical methods of investigation are used,
2. that the results reflect a defensive reaction of these subjects to the questions, and
3. it does not hold good across occupations.

KING points out that it may hold good for the white-collar jobs but not for the blue-collar ones (**HERZBERG, 1968, pp. 112-191**)

DAYAL and **SAIYADAIN (1970)** concluded that job content factors were more often cited than job context factors in satisfying situations, and conversely, job context factors were more often mentioned in dissatisfying situations. The study supported motivation - hygiene theory and suggested that there may be similarities in what motivates people across samples of population and cultures.

SOLIMAN (1970), reported that his result provided no support for the two-factor theory, while attempting to reconcile both the one and the two-factor theories found no support for motivation-hygiene theory. He further concluded that when environment (organization) provided adequately for the satisfaction of all kinds of needs, the motivators become more powerful sources of satisfaction than hygiene factors. If the environment deprives people of all kinds of needs, hygiene factors become more powerful sources of dissatisfaction than motivators.

SCHNEIDER and **LOCKE (1971)** pointed out that **HERZBERG'S** classification is quite illogical and inconsistent. Basically, **HERZBERG'S** method confuses events or conditions (what happened) with agents (who made it happen) some incidents are classified in terms of the events, others in terms of the agents. All of **HERZBERG'S** motivators are events

or conditions, while most of these hygienes are agents. They further concluded that the self was usually given credit to satisfying incidents; others were typically blamed for dissatisfying incidents. The results are certain consistent with an ego - defensive hypothesis.

RAO and GANGULI (1972) partly rejected and partly confirmed the postulates of the two - factor theory. Their result argued that satisfaction - dissatisfaction are not opposite poles of the source feeling. But it questions the variable independence among motivators and hygienes advocated by two factor theory.

WALL (1973) going through his own study came across the emergence of an interesting fact when satisfaction and dissatisfaction at work are examined separately. The higher the individual's social desirability, the greater is his tendency to attribute his dissatisfaction to hygiene factors rather than to motivators; but individuals with higher social desirability do not show a stronger tendency compared to individual with lower social desirability, to attribute their satisfaction to motivators rather than to hygiene factors. **WALL** concludes that this result holds for all the three job periods (present - during last year previous). **WALL**, further reports that this study supports entirely the explanation offered by **VROOM (1964)** that **HERZBERG'S** original results are an artifact of ego-defensive process.

AKHTAR & BHARGAVA (1974) and **BASU & PESTONJEE (1974)** have also criticized the two-factor theory on the ground of the methodology used. A look over the studies concerning **HERZBERG'S** two- factor theory which have been presented in the chronological order in the preceding pages can be broadly classified under three groups according

to their methodologies and results obtained: 1(A), studies generally supportive of the two-factor theory employing **HERZBERG'S** methodology or modified form of it (**SCHWARTZ, JANNSAITIS and STARK, 1963; SALEH, 1964; HERZBERG, 1965; HERZBERG, 1968; DAYAL and SAIYADIN, 1970**). 1(B), studies generally supportive of the two-factor theory employing a methodology different than that of **HERZBERG** (**FRIEDLANDER and WALTON, 1964; HOUSE and WIGDER, 1967**). 2(A), studies not supportive using **HERZBERG** technique (**WERNIMONENT, 1966; SOLIMAN, 1970; DAVIS, 1977; AKHTAR and BHARGAVA, 1974; BASU and PESTONJEE, 1974**). 2(B), studies not supportive using the method different than that of **HERZBERG** (**EWEN, 1964; HARDING, 1965; BURKE, 1966; GRAEN, 1966a,b; EWEN, SMITH, HULIN and LOCKE, 1966**). 3 studies partially supportive to the two-factor theory having used a method different than that of **HERZBERG** (**GORDON, 1965; KING, 1970; RAO and GANGULI, 1972**).

Numerous studies on job level differences and blue-collar - white-collar differences based on **HERZBERG'S** motivator - hygiene have also been reported. These studies are enumerated below:

FRIEDLANDER (1963) reported his result that white-collar workers derived satisfaction from motivators while blue-collar workers derived greatest satisfaction from hygiene suggesting that the sub-groups may have different value system (growth factors).

CENTERS and BUGENTAL (1966) stated that different occupational levels valued differentially the content and context factors. They found that white-collar workers reported content items as the prime sources of satisfaction while blue-collar workers name context items.

CHOUDHRI and **LAHARI (1966)** found both content and context factors as sources of satisfaction and dissatisfaction for skilled workers, but content related factors are more important as satisfiers than context related items.

ARMSTRONG (1971) found content items most important for engineers while context items for assemblers.

With respect to **HERZBERG** theory little support for its main tenets was found at any job level in this study, except that the trend was more marked at the higher job levels.

LOCKE and **WHITING (1974)** found that white-collar employees were more likely to derive satisfaction and this satisfaction from intrinsic sources than are blue-collar workers. The findings of **LOCKE** and **WHITING (1974)** did not support **HERZBERG'S** motivation-hygiene theory of attitudes.

Replicating white-collar - blue-collar differences **HARRIS** and **LOCKE (1974)** using event - agent - classification system concluded that white-collars were more likely to derive satisfaction and dissatisfaction from 'motivators' (especially achievement failure) while blue-collars from hygiene, (especially money). This study has also no support for **HERZBERG'S** findings.

Recent studies on these samples have used three basic sampling method: (a) Population of random sampling of different job levels within the same plant (**ARMSTRONG, 1971**) or of different job levels at one location of a multivariate organisation (**FRIEDLANDER, 1965**), (b) stratified random sampling of a cross section of employed persons in one urban area (**CENTRES** and **BUGENTAL, 1966**), and (c) accidental sampling of employees in different occupations living in a single urban area (**LOCKE, 1973**).

Criticism against motivation-hygiene theory has also emanated from subsequent research. Some of which indicate that the some factors that cause job satisfaction to some, cause dissatisfaction to others. It has been argued that a given factors can cause both satisfaction and dissatisfaction to the same group of workers (**STEERS and PORTER, 1983**).

PESTONJEE and BASU (1972) found that motivators contributed significantly more toward satisfaction than hygiene factors in the public sector but in private sector motivators contributed significantly towards the feeling of dissatisfaction as compare to hygiene factors.

MISRA and JAIN (1986) found that self-esteem need achievement, and need autonomy as the moderator of job satisfaction and job motivation. **MOHAN and KAKKAR (1990)** have found more or less the same results.

HEMMALATHA, NATESAN and RADHIA (1990) found that salary, opportunity for advancement, security of job and working conditions are the important factors of job satisfaction according to the most of the executives while for the supervisors security of job, salary, working conditions and co-workers behaviour are the important.

Having discussed in detail the various content theories put forwarded by **MASLOW (1943; 1954)**, **ALDERFER (1972)**, and **HERZBERG (1959)**, it is warranted to discuss the process theory of job motivation. Process theories contrary to the content theories only explain the processes that take place on the process of motivation. **VROOM (1964)** for the first time took lead and repudiated to the proponents of content theories and presented a cognitive model to explain human motivation at work. According to **VROOM** his theory contains their elements namely:

(1) Expectancy, (2) Instrumentality which links outcomes, and (3) Valence

which refers the strength of attraction. **VROOM'S** theory is also known as Instrumental showing and this theory best explains to the processes involved in deciding the course of action. **VROOM'S** theory states that perceived expectancy of the outcome /outcomes of an action and its related valence because instrumental for human motivation. Higher perceived expectancy of an action outcome and outcome bearing high positive valence is likely to enhance job / but contrary to it, low perceived expectancy of an action outcome and outcome bearing no or low attraction (Valance) is a condition which may lead to dissatisfaction and for lowering Job motivation. In simple way it can be said that the expectancy theory describes the interaction between an individual's goals and the probability associated with the attainable of goal.

VROOM'S theory is difficult to research and apply in practice and due to these reasons it was criticised for its validity and predictability by many researches mainly **FILLEY, HOURSE and KERR (1976)**. Recently in 1990,, the theory was criticised on two grounds that (1) the assumption that all motivation is conscious and (2) the fact that other factors influence employee behaviour.

Only few researches have supported this theory. **WOFFORD (1971)** said that **VIE** theory of **VROOM** is important for understanding and predicting job motivation and satisfaction than other theories of motivation. **MITRA and BHATTACHARYA, (1983), BHATTACHARYA (1986)** said that expectancy theory should be regarded as work motivation.

Taking inspiration from **VROOM'S** theory, **PORTER and LAWLER (1968)** came up with a comprehensive explanation to the process of motivation which is known as "multivariate model". The model explains the complex relationship that exists between job attitudes and job perfor-

mance. In view of their contention people first try to figure out whether the rewards that are likely to be received from doing a job will be attractive to them. If the reward to be obtained is attractive, then the individual will decide to put in the necessary effort to perform the job. On the other hand, if the expected reward is not attractive then the individual's efforts will not be desirably activated. The other important point is that before people put forth any effort, they also try to assess the probability of a certain level of effort required for a desired level of performance. Hence in multivariate model 'effort' refers to the amount of energy exerted by an employee on a given task. There are two factors viz., value of reward and perception of effort-reward probability which determine the amount of effort that the employee will put in. So far as performance is concerned, effort leads to performance but both are not equal. Performance can not be determined by the level of effort though, performance is always directly proportional to the amount of effort as performance is determined by the amount of effort and the ability and the role perception of the individual. Thus, ability and role perception has their impact on the performance. If the individual has little ability or inaccurate role perception then his performance is most likely to be low in spite of putting greater effort. Reward may be intrinsic or extrinsic which minimises dissatisfaction and enhance the level of satisfaction. Thus, satisfaction seems to be more dependent on performance rather than performance on satisfaction.

The multivariate theory was criticised on the ground that this study was conducted on the sample of managers alone, hence, such results have been obtained. Moreover, this theory was also criticised

on the ground of the complexity the theory which refers human motivation as a process which takes place in some context.

After discussing in detail the meaning, concept, and theories of job motivation, it warrants to come to the essential part of this dissertation, i.e., the studies bearing the relationship of biographical variables with job motivation.

The studies on biographical variables to see their influences on job motivation or on other aspects seem to be highly desirable because a person comes to his job not only with his needs and aspirations but also with his physical make-up.

After going through an exhaustive description pertaining job motivation (DV), it is necessarily important to have atleast a brief look on the studies which look biographical variables for studying job motivation.

In the present study three demographic variables namely; job level, job tenure, and birth order have been taken. As far as job level is concerned, it has been witnessed from the scores of the studies that job level influences job motivation, satisfaction and performance. Person's who have higher rank in job hierarchy are likely to be more motivated and satisfied as compared to those who occupy lower levels. Many researchers have pointed out the significance of job hierarchy for motivation of employees (**PORTER, 1961, 1962; PORTER and LAWLER, 1968; HALL and NAUGAIN, 1968**). **JOHNSON and MARCRUM (1968)** studied three different level of army officers that need fulfilment tend to increase at successively at higher level. **COSTELLO and SANG (1974)** reported that majority of the publically owned utility firms were satisfied with

security and social needs but deficient in higher order needs. A part from these studies a very recent study by **MINER, JOHN B, CHEN, CHAA - CHUAN & YU (1991)** motivation rises with position level in general but motivation at managerial level increases with job level. Contrary to the studies referred above there is one recent study conducted by **MANJU (1990)** who reported no influence of job level on job motivation but she found that if job level is combined with other variables such as special training and promotion earned then its combined effect leads motivation.

The second biographical variable studied is of job tenure. The research investigation of **SINHA & NAIR (1965); NATHA (1980); NARCHAL, ALAG & KISHORE (1984);** and **DILLON & SHUJA (1990)** have reported positive correlation between job tenure and motivation while **VASUDEVA & RAJBIR (1976)** found negative relationship between these two variables. On the other hand **RAO, SINHA & AGARWALA (1971)** did not get significant relationship between job tenure and satisfaction but **MANJU'S (1990)** finding has the support to the finding of **RAO et. al. (1971)**.

The last independent biographical variable is that of birth order. Available survey of literature revealed the fact that birth order ((IV) has not been studied in relation to job motivation (DV).

At length, after presenting a detailed description regarding concept, meaning, theories and relevant available survey of literature on job motivation, it is to point out with rationality and without any reservation that the studies on job motivation are available in good number hence, the present study does not seem to provide any significant contribution

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towards the knowledge in the area. In spite of this fact, it is a reality that birth order which has been a completely neglected variable, has been under taken in the present study. The findings of it will definitely contribute to understand the ultimate socialization of people occupying different birth order especially in the Indian scenario which lead to the developments of individuals' attitude towards work and the value which he/she gives to work. It is needless to give details of the fact that work attitudes are formed during the process of socialization and inculturation and people of different birth order are usually differentially treated by their parents and the members of the society as the elders are supposed to bear greater family responsibilities compared to the youngers, thus, accordingly elders and youngers are most likely to develop their attitudes towards work.

The another significance of this study is that it has been studied on the sample of railway electric engine drivers who have been rarely studied especially in Indian context.

Keeping in view the novelty of the above aspects, the findings of the present study will fill the void of knowledge. Before drawing a line as a mark of the chapter's end, it is to say that the problems and topics of research never become old because the findings in psychology always change with the changing mood and behavioural patterns of human beings in the fast pace of technological development, hence, studies in psychology always demands for identifying the real behavioural patterns of people prevailing in a particular time, period and place.

Chapter - II

METHODOLOGY

Methodology has its importance in scientific investigation and plays crucial role in carrying out research systematically. The procedures which have been selected for the present study are discussed as follows.

Scientific study involves sound research design, use of standardized tools and tests, gathering data using appropriate data collection technique, careful tabulation of the data, their appropriate statistical treatment and logical interpretation because all these help to enhance predictive value of the findings. Taking all precautions as stated above the present investigation had proceeded to see the influence of job level, job tenure and birth order on job motivation. The methodological description follows:

Sample:

A sample is a small part of the total existing events, objects or the informations (MOHSIN, 1984). KERLINGER (1983) believes that "sampling is taking any portion of a population or universe as representative of that population or universe". Thus, sampling is a small portion of population selected for observation and analysis. By making observations on the appropriate sample, it is possible to draw reliable inferences or make generalization on the population as a whole from where the sample is drawn.

The Survey of available literature on job motivation in relation to demographic variables have revealed that railway drivers in genral and electric engine drivers in particular rarely studied specially in Indian context. For this reason it was decided to choose a sample from the group of electric railway engine drivers, for study. Hence, for the purpose of data collection Secretary, All India Loco Running Staff Association Allahabad Division then posted at Tundala junction was approached who assured his help in this regard and personally taken me to the duty incharge of drivers of Tundala junction, who officially sanction permission and extended his help and cooperation upto the satisfaction of the present investigator.

The railway is a big Government organization, so only two levels of drivers viz; Fulledged Drivers (Level 'A' which is officially designated as level 'C'), and Assistant Drivers (Level 'B' but officially designated as level 'A') were taken for the purpose of this study.

About 200 drivers were randomly selected and approached and it was found that fifteen to twenty per cent (approximate) were not ready to give their responses due to some fear or personal reasons. The researcher provided the blank data sheet to those who were willing to fill-up themselves but a few of them did not return the filled data. Almost all the drivers belonging to level 'A' category preferred to give their responses in the presence of the investigator because they were less educated and had difficulty in understanding the quesdtionnaire, hence, had sought queries about the question asked in the questionnaire Out of 200 blank data sheet 157 sheets were received and out of it a few data sheets were incomplete which were finally dropped. Therefore

only 150 cases were taken in quest of finding the result. The break-up of the sample is as under.

Table 2.1

Level	N
A (Drivers)	77
B (Assistant Drivers)	73
Total	150

The demographic characteristics (based on range & average) of the sample for the two levels separately have been shown in Table 2.2

Table 2.2

Job Levels	Job Tenure (in years)		Present Position in Job		Age (in years)		Salary (in Rupees)		No. of Dependents	
	Range	Average	Range	Average	Range	Average	Range	Average	Range	Average
A	13-37	24.58	1-11	3.12	24-57	44.57	2400-5000	3428.57	1-13	7
B	1-35	9.45	1-9	3.68	22-52	30.47	1800-4500	2583.56	1-12	4

Tools Used:

To study human behaviour psychological tests are developed. There is no single psychological test which can tell about all aspects of behaviour because of its complexity and unstability. Therefore, every psychological test is developed for some specific purpose. Among the methods used for testing, since long, the questionnaire method has been considered as the most convenient and favourable instrument to collect data. The description of the tools used in this study follows:

Job Motivation:

A scale consisting of 25 items, 5 point rating scale developed by **AKHTAR & BHARGAVA (1974) (Appendix I)** was used. Of the 25 items, 16 are based on factors originally extracted by **HERZBERG** and his associates (1959). These items are related to achievement, recognition, work itself, responsibility, advancement, salary possibility of growth, interpersonal relations with fellow workers, supervisors, and subordinates, status, supervision, company policy, working conditions, personal life and job security. The newly introduced 9 items pertained to housing, recreation, transport, medical and leave policies, mobility with regard to work,, participation i n decesion making, feeling of the castism on the job, and health suitable for the job. The scale has been reported highly reliable.

Biographical Information Blank:

To know the informations about the biographies of the respondents an information blank was prepared that included name, age, job level, job tenure (total and in the present position), birth order, qualification, salary (basic and gross), marital status, and number of dependents (Appendix - II) and respondents were requested to furnish these informations too.

Hypotheses:

There has been traditional belief, since a long back, that for any scientific study, formulation of hypotheses is necessary. According to **McGUIGAN (1960)** hypothesis is "atestable statement of potential relationship between two or more variables". The contention of **McGUIGAN** seems to be a very true which usually seems to become very much evident from the research problem itself, moreover, hypothesis or hypotheses, inspite of giving direction for testing, restrict the researcher to follow the set direction. For this reason some researchers do not believe in the formulation of hypothesis but analyse the data from various angles to get maximum information from the investigation. Yet, here the following hypotheses are being given which will be followed while presenting and discussing the results.

H_1 = Job level will influence job motivation.

H_2 = Job tenure will influence job motivation.

H_3 = Birth order will not influence job motivation

Statistics Used:

In the light of the hypotheses two types of statistical treatments were found to be appropriate for analysing the data. In order to see the influence of job level and job tenure on job motivation a non-parametric statistical technique developed by **KOLMOGROV-SMIRNOV (K-S) (SIEGEL, 1956)** was used. Non-parametric statistics is usually preferred by the researchers because it does not demand any sort of condition regarding the scores of the data.

The another statistics namely Product - Movement Coefficient of correlation (**GARRETT, pp. 134-139**) was given treatment to the data for obtaining the relationship of employee's birth order to job motivation.

Chapter - III

RESULT AND DISCUSSION

In the preceding chapters conceptual and methodological issues scanning the objectives of the present study in the light of the survey of literature were discussed in detail. The present chapter is meant for result and discussion. The results of the study will be presented first and then the findings obtained will be discussed.

Since, the objective of the present study was to investigate the influence of job level, job tenure, and birth order on job motivation, so, these variables (job level, job tenure and birth order) had acted as independent variables (IVs) and the job motivation as the dependent variable (DV). Together with the analysis of the over all sample in terms of the extent of influence on dependent variable (DV) job motivation, the sub-sample of drivers and assistant drivers were also analysed separately.

Result:

The analysis for the total sample emphasising the influence of job level on job motivation has been reported in the Table-3.1.

Table - 3.1
Showing the influence of Job Level on Job Motivation
(Total Sample)

Labels	75-79	80-84	85-89	90-94	95-99	100-104	105-109	110-114	115-119	120-124	125-129	Total
A $S_{77}(X)$	0 (0)	1 (0.01)	2 (0.02)	8 (0.10)	12 (0.15)	20 (0.25)	30 (0.38)	55 (0.71)	67 (0.87)	75 (0.97)	77 (1)	77
B $S_{73}(X)$	2 (0.02)	2 (0.02)	2 (0.02)	5 (0.06)	6 (0.08)	12 (0.16)	24 (0.32)	50 (0.68)	63 (0.86)	73 (1)	73 (1)	73
$S_{73}(X)-S_{77}(X)$	0.02	0.01	0	0.04	0.07	0.09	0.06	0.03	0.01	0.03	0	150

$$= 4(0.09)^2 \frac{73 \times 77}{73 \times 77}$$

$$= 0.0324 \times 37.473$$

$$K-S = \underline{1.214} \quad \text{Insignificant}$$

It is evident from the Table 3.1 that job level fails to have varying influence on job motivation as the obtained value $K-S = 1.214$ has been found statistically highly insignificant.

The trend of the result is also very much clear from the mean values of job motivation of the two levels of drivers which are in a very close proximity. (Table 3.2).

Table - 3.2

Showing Means and SDs of the two levels

	Mean	SD
Level - A	109.61	9.51
Level - B	110.35	9.15

Determining the influence of job tenure on job motivation for the total sample, it has been found that calculated value of $K-S = 0.99$ is also rendered highly insignificant which is given in the Table-3.3.

Table - 3.3

Showing the influence of Job Tenure on Job Motivation of the Total Sample

Job Tenure	75-79	80-84	85-89	90-94	95-99	100-104	105-109	110-114	115-119	120-124	125-129	Total
H.J.T. $S_{57}(X)$	0 (0)	1 (0.01)	1 (0.01)	8 (0.14)	11 (0.19)	13 (0.22)	22 (0.38)	43 (0.75)	49 (0.85)	56 (0.98)	57 (1)	57
L.J.T. $S_{66}(X)$	2 (0.03)	2 (0.03)	3 (0.04)	5 (0.07)	7 (0.10)	12 (0.18)	22 (0.33)	45 (0.68)	56 (0.84)	65 (0.98)	66 (1)	66
$S_{57}(X)-S_{66}(X)$	0.03	0.02	0.03	0.07	0.09	0.04	0.05	0.07	0.01	0	0	123

$$= 4 (0.09)^2 \frac{57 \times 66}{57 + 66}$$

$$= 0.0324 \times 30.58$$

$$K-S = \underline{0.990} \quad \text{Insignificant}$$

Moreover insignificant influence of job tenure on job motivation is also very much evident from the Table - 3.4 which shows mean values of job motivation for high and low job tenured groups which have been found little different, hence, significance of difference is obliterated.

Table - 3.4

Showing the influence of H.J.T. and L.J.T. on Job Motivation for the Total Sample

		Mean	SD
Total Sample	H.J.T.	108.96	9.00
	L.J.T.	110.21	7.66
Total		108.79	9.73

The further analysis for the two sub-sample group separately have been done to study the influence of job tenure—an independent variable (IV) on job motivation (DV). Table -3.5 presents the influence of IV on DV for the group of drivers (Level 'A') and it is found from the calculated value of $K-S = 0.323$ that job tenure for the group of drivers fail to influence job motivation.

Table - 3.5

Showing the influence of Job Tenure on Job Motivation of the group of Drivers

	80-84	85-89	90-94	95-99	100-104	105-109	110-114	115-119	120-124	125-129	Total
H.J.T. $S_{32}(X)$	1 (0.03)	1 (0.03)	4 (0.12)	6 (0.18)	7 (0.21)	13 (0.40)	24 (0.75)	26 (0.81)	31 (0.96)	32 1	32
L.J.T. $S_{34}(X)$	0 (0)	1 (0.02)	2 (0.05)	3 (0.08)	8 (0.23)	12 (0.35)	24 (0.70)	30 (0.88)	33 (0.97)	34 1	34
$S_{32}(X) - S_{34}(X)$	0.03	0.01	0.07	0.10	0.02	0.05	0.05	0.07	0.01	0	66

$$= 4 (0.07)^2 \frac{32 \times 34}{32 + 34}$$

$$= 0.0734 \times 16.48$$

$$K-S = 0.323 \quad \text{Insignificant.}$$

Extending it the obtained results can also be verified from the Table - 3.6 which shows the mean scores of job motivation for high and low job tenured group (Level 'A') which are almost very similar, hence, failed to bring about any difference between the two groups.

Table - 3.6

Showing the influence of H.J.T. and L.J.T. on Job Motivation for the Sample of Drivers (Group 'A')

Level		Mean	SD
A	H.J.T.	109.46	9.87
	L.J.T.	109.35	8.44
	Total	109.47	9.43

Similarly, Table - 3.7 gives a clear picture of the influence of job tenure on job motivation for the group of assistant drivers. The Table - 3.7 shows that job tenure failed to have its influence on job motivation as $K-S = 0.936$ has again been rendered highly insignificant.

Table - 3.7

Showing the influence of Job Tenure on Job Motivation for the group of Assistant Drivers

Job Tenure	75-79	80-84	85-89	90-94	94-99	100-104	105-109	110-114	115-119	120-124	Total
H.J.T. $S_{25}(X)$	0 (0)	0 (0)	0 (0)	1 (0.04)	1 (0.14)	4 (0.16)	9 (0.36)	19 (0.76)	22 (0.88)	25 1	25
L.J.T. $S_{48}(X)$	2 (0.04)	2 (0.04)	2 (0.04)	4 (0.08)	5 (0.10)	8 (0.16)	16 (0.33)	31 (0.64)	41 (0.85)	48 1	48
$S_{25}(X) - S_{48}(X)$	0.04	0.04	0.04	0.04	0.06	0	0.03	0.12	0.03	0	73

$$= 4(0.12)^2 \frac{25 \times 48}{25 + 48}$$

$$= 4 \times 0.0144 \times 16.43$$

$$K-S = \underline{0.936} \quad \text{Insignificant}$$

Table - 3.8 explicitly reveals the fact that mean values of job motivation score of both high and low job tenured group are quiet similar thus, it raised no point to bring out any significant difference the two groups of assistant drivers.

Table - 3.8

Showing the influence of H.J.T. and L.J.T. on Job Motivation for the Sample of Assistant Drivers (Group - 'B')

Group	Levels	Mean	SD
B	H.J.T.	110.60	7.53
	L.J.T.	110.43	10.37
	Total	110.56	9.04

The third independent variable, i.e. birth order has been correlated with job motivation for the total sample as well as the two sub samples drivers and assistant drivers separately. Table - 3.9 revealed that birth order is found inversely related to job motivation in case of total sample as well as for the two sub-groups separately. The obtained result is evident from the correlated values : $r = -0.861$, $r = -0.654$, and $r = -0.803$ for the total group, drivers, and assistant drivers respectively which imply that birth order has inverse and significant relationship with job motivation.

Table - 3.9

Showing the relationship of Birth Order with Job Motivation for the group of Total Sample and the Two levels of drivers separately

Sample	r-value	Remark
Total Sample	- 0.861	Significant
Drivers	- 0.654	Significant
Assistant Drivers	- 0.803	Significant

In order to identify the trend of birth order influence on job motivation, average job motivation score for each birth order of the employees for the total sample as well as for the two sub-groups separately were calculated. Since the birth order of employees for the total as well as for the two groups separately ranged from one to six so, the combined averages of job motivation score of first three (1,2,3) and the last three (4,5,6) birth order group of employees were also calculated separately and on this basis reference has been drawn that whether employees occupying initial birth orders whether significantly influence high job motivation or the last birth order groups of employees have significantly low job motivation.

It is clear from Table-3.10 that the average job motivation score for 1 to 3 birth order group of employees is 110.80 whereas average job motivation score for the group occupying 4 to 6 birth order is 106.81. Therefore, result revealed that employees occupying 1 to 3 birth order are significantly more motivated towards the job as compared to employees occupying 4 to 6 birth orders.

Table - 3.10

Showing average Job Motivation scores of each Birth Order group
of the Total Sample

Birth Order	Average JM Scores	Average JM Scores of 1,2. & 3 Birth Order	Average JM Scores of 4,5 & 6 Birth Order
1	109.26		
2	111.02	110.80	
3	112.42		
4	108.18		
5	100.75		106.81
6	111.50		

Table - 3.11

Showing average Job Motivation scores of each Birth Order group
of Drivers (Group - A)

Birth Order	Average Job Motivation Scores	Average JM Scores of 1,2. & 3 Birth Order	Average JM Scores of 4,5 & 6 Birth Order
1	108.15		
2	110.73	110.68	
3	113.18		
4	109.50		
5	96.50		106.00
6	112.00		

Table - 3.12

Showing average Job Motivation Scores of each Birth Order group of Assistant Drivers (Group - B)

Birth Order	Average JM Scores	Average JM Scores of 1,2 & 3 Birth Order	Average JM Scores of 4,5 & 6 Birth Order
1	110.37		
2	111.32	111.12	
3	111.66		
4	106.87		
5	105.00		107.62
6.	111.00		

The same trend has also been obtained in case of level 'A' (Table - 3.11) and level 'B' (Table - 3.12) drivers.

Discussion:

In continuation of the preceeding writings the foregoing endeavor will be to interpret the results obtained.

In the light of the obtained result (Table - 3.1) it is found that job level is not the determiner of job motivation for the over all sample of the railway electric engine drivers. Hence, the proposed hypothesis (H_1) that job level will influence DV - job motivation (Page 35) stands rejected.

Demographic informations pertaining to the two levels of drivers clearly revealed the fact that group 'A' is remarkably high from group 'B' so far as their average salary is concerned (Table - 2.2, page 33) but this discrepancy gets neutralised as similar discrepancy in their number of dependents has also been found (Table - 2.2, page 33). Therefore job level has not been found to have its varying influence on job motivation among the two levels of railway electric engine drivers.

It is imperative to highlight the significance of promotion of employees in their jobs because promotion does not only elevate position but also provide relatively more power and responsibilities and along with that it carries better salary structure. Thus, promotion or occupying higher level job position carries with it a lot of perks, benefits, and responsibilities but the perception of well-being gets obliterated as employees feel their increased number of depends as burden.

Since, level - A drivers have relatively greater number of dependents than level - B drivers, therefore, what level - A drivers could have

enjoyed after getting in higher cader they really do not enjoy, thus, their job motivation instead of increasing, remains unchanged inspite of being in relatively higher level position.

Another reason for insignificant influence on job motivation as a function of job level seems to be lying in the fact both the groups have been found possessing high level of job motivation score which is very much evident from Table - 3.2 which clearly revealed that mean values of both the group are very negligibly different, hence, it obliterated significance of difference between the two levels of drivers.

Like job level, job tenure has also been found to have insignificant influence on job motivation of the total sample of railway electric engine drivers (Table - 3.3). The trend is also clear from the means of the job motivation scores of high and low job-tenured groups (Table - 3.6). Thus, hypothesis (H_2) stands rejected.

In connection with such obtained results, it is imperative to emphasise that in the total sample, high-job-tenured group consists of only drivers (Level 'A') where as low job-tenured group is composed of only assistant drivers (Level 'B') who drastically differ in their average salary which could have been one of the determinants of job motivation but since high-job-tenured group has relatively greater number of dependents compared to low-job-tenured group so, it seems to neutralised the discrepancy in salary because group 'A' relatively has greater family responsibilities than group 'B'. Hence, job motivation of the two-job-tenured group remain identical.

Having discussed the influence of job level and job tenured on job motivation for the total sample of railway electric engine drivers,

the two groups of drivers namely, drivers (level 'A') and assistant drivers (level 'B') will be discussed separately in the discussions to follow.

It is clear from Table - 3.5 that job tenure failed to influence job motivation of level 'A' drivers. Further more, it is witnessed from Table - 3.6 that mean values of job motivation of low and high job-tenured group are almost similar (equal) hence, K-S value obtained (Table - 3.5) was highly insignificant. Therefore, hypothesis (H_2) rendered to be rejected. The explanations of the above finding remain almost the same as have been given in the context of Table - 3.3 and Table - 3.4 because it has been observed that within level 'A' drivers there is an increasing trend of number of dependents with the increasing job tenure that neutralizes the influence of job tenure or length of service on job motivation.

The 'B' - level drivers who only assist to 'A' - level drivers have also not been found to be influenced as a result of their high-and low-job-tenure, which is evident from insignificant K-S value (Table - 3.7) and almost non-discrepant mean values (Table 3.8). It is, therefore, found that hypothesis (H_2) again stands rejected. The explanation for the insignificance influence of job tenure on job motivation of assistant drivers (Level - 'B') remains the same as have been pointed out in the preceding discussion.

In the light of the trend of result that job tenure fails to influence job motivation in all. The group as discussed above, it is highly desirable and important to mention that since all the drivers irrespective of their job level and job tenure have very high motivation scores, so, job level and job tenure failed to have any differential influence on job motivation.

There is a reason for railway drivers to have higher job motivation score. Railway electric engine drivers are the central government employees and they enjoy ideal working conditions and exciting perks and benefits. Moreover, what discrepancy could have been found as a result of low and high job level and job tenure, these are neutralised from the policy of internal promotions which are provided to them after under-going certain internal training programmes conducted by the same organization although, majority of the assistant drivers constituting the sample group are directly recruited on this position but a few are certainly those who have come to this position through promotion from a channel of various positions beginning from porter, to the present position, passing through the channel of cleaner, fire-man 'C', fireman 'B' & 'A' , and shunter.

It is also important to point out that electric engines in railways have only been introduced in 1974 which almost completely connected Delhi-Calcutta route in early 1980s and thereafter, in 1985 loco-engines were almost taken away from this route. In this transition period from loco to electric, railway trained their own loco drivers for electric engine, hence, they all were promoted to the higher positions. It is only in late 1980s that direct recruitment to the position of assistant drivers started, though, still some employees are occupying this position through promotion from the lower positions like porter, cleaner, etc. Therefore, difference in job motivation among low and high job-tenured group of assistant drivers is obliterated.

The present study has also taken up birth order (IV) as one of the variables for studying its impact on job motivation - a dependent

variable. The findings (Table - 3.9) that the relationship of birth order with job motivation is inversely related but it has been found to be very significant for the total sample as well as for the two levels of drivers, i.e. level 'A' and level 'B' drivers.

From further analysis for the total sample it is very much clear that the group consisting of 1 to 3 birth orders have greater average job motivation score compared to the group comprising the birth orders from 4 to 6 (Table - 3.10). Therefore, it argues that employees with relatively early birth orders are more job motivated compared to employees of late birth order group.

Similarly, the same trends of result have also been obtained for the group level - 'A' drivers (Table - 3.11) and level 'B' drivers (Table 3.12). The explanation for the inverse relationship of birth order with job motivation is empty clear from the fact which is embeded in the oriental culture, especially, in our Indian society that elders have greater family responsibilities in the eyes of their parents or family compared to the youngers and this is one of the important reasons that elders are usually highly consicious individuals who take proper care for their career and try to achieve the career targets within the very stipulated short span of time to keep up the expectations of their parents or family and consequently they are most likely to become responsible care taker of their family. Thus, elders consciously prepare themselves to be highly motivated and job involved in their work compared to youngers who usually are well protected by their parents and remain the objects for parents joy and usually in their late ages, so, youngers receive poor

socialization and as a result, fail to develop positive or adequately favourable attitude towards the job, hence, they are more likely to pay little attention towards their job responsibilities and career in job as well. These conditions adversely influence job motivation.

Conclusion:

The present study was endeavour to study job level, job tenure, and birth order on job motivation. The outcome of the present study have been presented and discussed in the preceding chapter III. Now, the present chapter will highlight the conclusions drawn from the study.

In the present investigation three biographical variables have been studied in relation to job motivation, therefore, the conclusions will be discussed describing the influence of each independent variable on dependent one separately. The conclusions drawn from the study follows:

Job Level and Job Motivation:

It has been found that job level failed to influence job motivation.

Job Tenure and Job Motivation:

Job tenure, like job level, has also been found to have no influence on job motivation irrespective of the total sample, or the two levels of drivers separately.

Birth Order and Job Motivation;

Contrary to the findings of job level and job tenure in relation to job motivation, birth order has been found to be significantly related to job motivation. It is also found important that the relationship between birth order and job motivation is negative

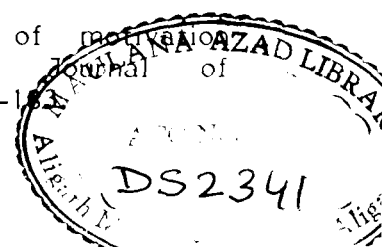
that seems to be very appropriate in Indian Socio-cultural milieu. Where there are greater expectations from elders compared to younger ones.

Since, the present study is a part of the larger study to be persuated at the Ph.D. level on almost a larger sample taking number of other variables, so, there is a great possibility of arriving at important conclusions which might have greater implications for the railway's employees.

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APPENDIX - I

Dear Respondent,

The purpose of the present endeavour is to identify the facets of your job life important for enhancing job condition and quality of working life. The success of the study will depend upon your honest and frank responses. Be sure, your responses will be kept strictly confidential and will be solely used for research purpose only.

It is hoped, you will extend your co-operation whole-heartedly in achieving the objective of the study.

Here is a very important request that you please read each and every statement very carefully and answer them honestly and do not leave any statement/question unanswered.

Thanks.

SHAH ALAM
(Research Scholar)
Deptt. of Psychology
A.M.U., Aligarh.

**PLEASE READ CAREFULLY
DO NOT LEAVE ANY ITEM UNANSWERED**

The following statements pertain to your work situation. You are requested to indicate the extent to which you find them satisfying. Each statement is to be evaluated on 5-point scale. Please, indicate your response in the bracket provided against each statement in the manner given below:

If you, **STRONGLY AGREE** then put (5); **AGREE** then put (4); **UNDECIDED** then put (3); **DISAGREE** then put (2); and if you **STRONGLY DISAGREE** then put (1).

S.NO.	Item	Responder
1.	To complete a job successfully	()
2.	To be singled out for praise	()
3.	To like the actual tasks involved in getting the job done	()
4.	To gain responsibility for own or others work in a job	()
5.	To change status through promotion	()
6.	To be happy with one's earnings	()
7.	Change in a job which could lead to further growth	()
8.	To experience satisfying social interactions with one's sub-ordinate	()
9.	To obtain social status through job	()
10.	To experience satisfying social interaction with one's boss	()
11.	To experience satisfying social interactions with one's co-workers	()
12.	To have competent supervisors	()
13.	To be in an organization (Institution) with good policies and administrative procedure.	()

14. To have good physical surroundings on the job ()
15. To have one's personal life affected for good, by occurrences on the job ()
16. To have objective indications of security (such as job-tenure and company stability) ()
17. To have housing facilities ()
18. To get transportation facilities ()
19. To have health suitable for the job ()
20. To like leave policies ()
21. To have opportunities for recreation ()
22. Experiencing no feelings of castism on the job ()
23. To get medical facilities ()
24. to have mobility with regard to work ()
25. To participate in decision making processes ()

**PLEASE RE-CHECK AND MAKE SURE THAT ALL THE
STATEMENTS HAVE BEEN ANSWERED**

Please, Furnish the following informations

- (i) Name
- (ii) Age
- (iii) Birth order
- (iv) Qualification
- (v) Designation
- (vi) Grade
- (vii) Total Experience
- (viii) Experience inn the present position
- (ix) Salary (Basic)
- (x) Gross
- (xi) NO. of dependents
- (xii) Marital Status

THANK YOU VERY MUCH